



UNITED STATES OFFICE OF PERSONNEL MANAGEMENT

Washington, DC 20415

The Director

November 13, 2008

MEMORANDUM FOR CHIEF HUMAN CAPITAL OFFICERS

FROM: MICHAEL W. HAGER
Acting Director

A handwritten signature in blue ink, likely of Michael W. Hager, is written over the "FROM" line and extends into the "Subject" line.

Subject: Recommended National Security Professional Qualification for NSP SES

In order to support implementation of Executive Order 13434--National Security Professional (NSP) Development (May 17, 2007), OPM is issuing the attached, which is recommended as a technical qualification for all NSP-designated SES positions. Agencies may exercise discretion in defining the qualification requirement based on their positions and mission demands.

NSP Executive Steering Committee members had an opportunity to review and comment on a draft in late August, and their comments were incorporated into the attached guidance.

If you have any questions, please contact Nancy Randa at Nancy.Randa@opm.gov or 202-606-1491.

Attachment

Recommended National Security Professional Qualification Requirement for NSP SES

As stated in the National Security Professional Development Implementation Plan, the goal of professional development experiences is to:

“help National Security Professionals (NSPs) understand the roles, responsibilities, and cultures of other organizations and disciplines; exchange ideas and practices; build trust and familiarity among each other, especially those with differing perspectives; minimize obstacles to coordination; and, enhance strategic thinking in an inter-agency environment. Inter-agency, inter-governmental, and selected intra-agency assignments, fellowships, and exchanges, to include those with appropriate state, local, and non-governmental organizations will provide NSPs with a wealth of information about the capabilities, missions, procedures, and requirements of their national security partners.”

In support of this outcome, OPM and the NSP Executive Steering Committee (ESC) encourage agencies to implement a qualification requirement for specific NSP-designated SES positions for demonstrated ability to lead inter-agency, inter-departmental, inter-governmental activities, or comparable cross-organizational activities. Agencies may exercise discretion and flexibility in defining and elaborating upon the qualification requirement based on their positions and mission demands.

This policy recommends a multi-agency or equivalent experience for selection into NSP SES positions. OPM and the ESC have defined the qualifying “inter-agency” experience as follows:

Individuals should have “inter-agency” experience related to national security serving in a leadership capacity (formal or otherwise) on a temporary or permanent assignment, on a multi-agency task force, in an inter-agency liaison capacity, and/or as a volunteer. The experience should meet the following criteria:

- extensive involvement (i.e., substantial time commitment or decision-making responsibility);
- tangible results or accomplishments; and
- separate experiences in at least two organizations or a single experience involving multiple organizations.

The organizations referenced above can include Federal, state, local or foreign government entities, non-profit or non-governmental organizations, private sector organizations, international organizations such as NATO, and/or academic institutions. Departments may define multiple organizations to include their major components as appropriate.

The NSP ESC will work with the departments and agencies to define and establish the qualification standard, if needed, including an appropriate transition as agencies implement inter-agency rotational programs. Agencies and departments will need to:

- Determine the specific occupations and/or positions to which this requirement may apply.
- Conduct job analyses in support of the requirement, as required by the *Uniform Guidelines on Employee Selection Procedures*, (1978), 43 FR 38290 (August 25, 1978) and 5 CFR 300.103; agencies may contact the Office of the Director of National Intelligence and the Office of the Secretary of Defense for information on their job analysis methodology in support of this qualification.

- Provide broad access to multi-organizational experiences to ensure a sufficient pool of qualified individuals to make sure resulting selections are merit-based and avoid the appearance of pre-selection.
- Determine, in consultation with the ESC, if exceptions will be allowed, and under what circumstances (e.g., grandfathering or there are no highly qualified candidates with inter-agency experience and it would be a detriment to the agency not to fill the position with available candidates).
- Determine an appropriate transition for implementing this requirement